

6 October 1978

MEMORANDUM FOR THE RECORD

SUBJECT: First Meeting of the Warning Working Group

1. The Warning Working Group met at Langley on 5 October 1978.
Present were:

[redacted] DIA
Peter C. Oleson, OSD/DoD
[redacted]
Robert H. Baraz, State/INR
Theodore G. Shackley, AD/DCI/CT
[redacted], RES/CIA
Richard Lehman, NIO/Warning, Chairman

2. The meeting was largely devoted to an extended discussion in general terms of the functions of the Working Group and of the NIO for Warning. The following propositions appear to represent a consensus:

- The NIO for Warning should have both substantive and "procedural" responsibilities (procedural is shorthand for matters concerning policy, management, coordination and process).
- On the substantive side, his responsibilities should be to advise the DCI whether to issue warning at the national level, to serve as the Community "conscience" for warning, and to provide discipline and challenge at the working level.
- On the procedural side he should, with the assistance of the Working Group, seek to make those changes in the system that would reduce obstacles to the warning flow.
- This effort should be based on existing systems and should be directed at getting existing organizations to work together better.
- No large and expensive new mechanisms are needed.

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3. The only specific issue that was discussed was the NFIB committee to be chaired by the DDCI. There was consensus that this committee should actually be the NFIB itself, chaired for that purpose by the DDCI. Members not directly concerned would not have to participate.

4. There was disagreement over the organizational level and title of the NIO for Warning. OSD argued that the title and location in NFAC were insufficiently "national" and tended to downgrade the importance of the function. The OSD representative argued that it would be much more difficult for the incumbent to be effective as an NIO for Warning than as a Special Assistant to the DCI or DDCI. He thought that Secretary Brown would raise this matter with the DCI. The other agencies stressed the need for the NIO/Warning to function at the national level, and they expressed considerable confusion as to whether NFAC is in fact a national organization. In general, however, these agencies did not believe the arrangement as put forth would be ineffective.

5. It was agreed that:

- The vehicle whereby the Working Group would flesh out the DCI's decisions would be a draft rewrite of DCID 1/5. The chairman agreed to circulate such a draft for discussion at the next meeting on 13 October.
- Discussion of responsibility for crisis management would be deferred.
- Members would bring to the next meeting checklists of those matters that they believe should be on the agenda of the NIO for Warning and the Working Group.
- A new look at the Strategic Warning Staff should be high on that agenda.



Richard Lehman
National Intelligence Officer
for Warning

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